



City of Santa Clara, California

**DATE:** July 12, 2007**TO:** Mayor and Council for Action**FROM:** City Manager**SUBJECT:** Special Order of Business: Implementation Plan and Timeline for the "City of Santa Clara Principles & Priorities for 2007-09"**EXECUTIVE SUMMARY:**

At the May 15, 2007 City Council meeting the "City of Santa Clara Principles and Priorities for 2005-2007" were adopted in addition to the major focus statement: "The City Council priority is to focus on successful completion of existing City projects, postpone new City projects and proposals, and operate within Council adopted budget principles and priorities, with the goal of guiding the City successfully to economic recovery." The goals were then referred to the City Manager to develop an implementation plan and timeline for each goal. Attached are detailed reports on the implementation plan and time line for each priority for your review.

ADVANTAGES AND DISADVANTAGES OF ISSUE:

The "Principles and Priorities for 2007-2009" will help guide the City through budget and economic challenges ahead. Through the process of consensus and prioritization, specific goals were identified for the 2007-2009 time frame.

ECONOMIC/FISCAL IMPACT:

Additional funds will be needed to complete this program. Fiscal impacts will be addressed as part of the budget process.

RECOMMENDATION:

It is recommended that Council accept the implementation plan and timeline for the priority/action items for Council Principles and Priorities for 2007-2009; and schedule the first quarterly status report for Council Principles and Priorities for 2007-2009 for October 23, 2007.

Jennifer Sparacino
City Manager

Documents Related to this Report:***Santa Clara Principles & Priorities for 2007-2009******Reports on the Implementation Plan and Timeline for Council Priority/Action Items***

Council Principles and Priorities
Maintain Superb/Affordable Core Services

Implementation Plan
July 17, 2007

1. **Stated Council Priority:** Strengthen emergency preparedness citywide.
2. **Project Manager Responsible for Implementing the Council Priority:** Fire Chief and Police Chief
3. **Action Items Related and brief description of tasks involved:**
 - a. Increase citizen participation in the Home Emergency Assistance Team (H.E.A.T.) program. This will be accomplished by advertising the availability of training.
 - b. Increase the availability of H.E.A.T. training by adding additional instructors to the program.
 - c. The H.E.A.T. program will partner with local volunteer organizations to broaden areas of emergency preparedness. The Red Cross will be incorporated into the H.E.A.T. program to teach topics such as Pandemic Flu awareness, and earthquake preparedness.
 - d. The Police Department currently coordinates 111 Neighborhood Watch groups. Police and Fire personnel will make joint presentations on emergency preparedness at their meetings. These groups will be specifically targeted with offers of H.E.A.T. training.
 - e. The Police Department has added a class on emergency preparedness to the curriculum of the Citizen's Police Academy.
 - f. The Fire and Police Departments collaborated on an emergency preparedness insert for *Inside Santa Clara*. Provide residents with Emergency Preparedness Kit checklist through various avenues (Utility Bill Insert, City facilities, and Citywide events.)
 - g. The Fire and Police Departments will hold a joint emergency preparedness drill.
 - h. Determine most effective way to measure/survey progress in residents maintaining emergency kits.
4. **Timeline for Implementation:**
 - a. A H.E.A.T. advertising video will be produced for broadcasting on the citywide cable television channel, Channel 15, by August 30, 2007.
 - b. Additional instructor training to be scheduled by September 1, 2007.
 - c. Volunteer partners will be incorporated into the H.E.A.T. curriculum by September 1, 2007.
 - d. The Neighborhood Watch meetings are ongoing and occur almost weekly.
 - e. There are two sessions of the 13-week Citizen's Police Academy per year.
 - f. The insert document will be made available at various public events.
 - g. Plans are underway, with a target date in November.
 - h. Additional outreach to resident regarding emergency preparedness and checklist for kits through 2007/2008.
 - i. Survey conducted in 2008/2009 to determine residents understanding of importance of emergency preparedness and maintaining emergency kit at home and in their car(s).

Council Principles & Priorities
Maintain Superb/Affordable Core Services

Implementation Plan - Timeline
July 17, 2007

1. **State Council Priority:** Complete General Plan Update for 2010-2025.
2. **Project Manager Responsible for Implementing the Council Priority:** Director of Planning & Inspection.
3. **Action Items Related and brief description of tasks involved:**
 - a. Staff evaluation of existing General Plan elements and preliminary identification of issues and assumptions.
 - b. ABAG adopts methodology for allocating regional share.
 - c. Internal review of existing elements; roles of consultants; opportunities for community participation, including other City commissions, and proposed budget.
 - d. ABAG issues draft regional allocations (city's required fair share of housing), and later holds Public Hearings to adopt final allocation
 - e. Collect and Analyze Data; Hold Public Scoping Meeting regarding the priorities for the General Plan Update and related environmental issues.
 - f. Hold Study Session(s) for Planning Commission and City Council. Refine goals and formulate objectives as required.
 - g. Hold Public Hearing at Planning Commission on Draft Elements (Land Use, Land Use map, Housing, Transportation).
 - h. Hold Planning Commission Public Hearing on remaining Draft Elements (Public Facilities and Services, Environmental Quality etc).
4. **Timeline for Implementation:**
 - a. September 2007: Award of consultant contract for EIR/GP update
 - b. November 2008: Submit Draft Housing Element to State HCD
 - c. March – June 2009: Planning Commission and Council Public Hearings on the Comprehensive General Plan Update and Draft Environmental Impact Report
 - d. June 30, 2009: Adopted Housing Element update due to HCD
 - e. July 2009: Final Environmental Impact Report Certified and Comprehensive General Plan Update completed.

Council Principles & Priorities
Maintain Superb/Affordable Core Services

Implementation Plan - Timeline
July 17, 2007

1. **State Council Priority:** Proceed with Emergency Communications Relocation, Complete Fire Station #4 and Electric Substation Renovations.
2. **Project Manager Responsible for Implementing the Council Priority:** Director of Public Works.
3. **Action Items Related and brief description of tasks involved:**
 - a. Update project status for Emergency Communications Relocation, Fire Station #4 and Electric Substation Renovations.
4. **Timeline for Implementation:**

Emergency Communications Relocation:

- Design Complete: December 2007
- Bid Opening: January 2008
- Start Construction: March 2008
- Finish Construction: December 2008

Fire Station #4:

- Substantial Completion: March 2008
- Project Completion: April 2008

Mission Substation Project:

- Currently inviting bids for long lead-time procurement
- Project schedule is not yet firmed up

Palm Substation Project:

- Long lead-time procurement contract awarded July 2007
- Construction to start April 2008
- Project Completion: September 2008

Serra Substation Rebuild:

- Long lead-time procurement contract awarded July 2007
- Rebuild project priority changed. Currently rebuild on hold.

Walsh Substation Renovation:

- Long lead-time equipment on order: Summer, 2007
- Complete project design: Fall, 2007
- Begin construction: Summer, 2008
- Complete construction: Fall, 2008

Council Principles & Priorities
Foster Public Trust/Demonstrate Leadership

Implementation Plan - Timeline
July 17, 2007

1. **State Council Priority:** Affirm commitment to reduction of greenhouse gases (GHG) and development of sustainable renewable energy & green power resources.
2. **Project Manager Responsible for Implementing the Council Priority:** Acting Director of Electric Utility and Director of Streets/Automotive Services and City's Building Official
3. **Action Items Related and brief description of tasks involved:**
 - a. Continuing commitment to Sustainable Silicon Valley and boost actions as of May 31, 2007 goals to reduce CO2 emissions from City Hall buildings by 10% by 2010 and hold fleet vehicle fuel use steady through 2010, as approved by City Council on May 22, 2007 meeting. Increase the amount of high efficiency City vehicles.
 - b. Encourage state/federal regulators/legislators to establish climate protection policies that are consistent and support Santa Clara's goals, including taking positions on various applicable pending legislation.
 - c. Implement renewable energy program as suggested in the Renewable Portfolio Standards (RPS) with goals to implement renewable energy policy City wide, including the goal of 10% participation in customer green power program, Silicon Valley oil free program and the Cool Cities sign on to climate action pledge, which is directed at the federal government from mayors.
 - d. Coordinate Santa Clara's green house gas reduction activities with Joint Venture Silicon Valley's Climate Protection Task Force to leverage regional efforts for cost and time efficiencies.
 - e. Review status of energy efficiency in existing City buildings and potential for improvements. Consider options for Green Building/energy efficiency standards for construction of new City facilities.
 - f. Review City's existing policies on recycling opportunities with the goal of expanding recycling at City facilities and Citywide special events.
 - g. Collaborate with Santa Clara County Cities Association on pursuing its' goal to draft a model "Green Building Ordinance" for Santa Clara County and partner with organizations like Silicon Valley Leadership Group in these efforts.
 - h. Prepare Summary Report of City's overall efforts to date on Green Power efforts.
 - i. Monitor and report on California Building Officials (CALBO) Green Building Committee (City of Santa Clara Building Official Sheila Lee is Past President of CALBO) and report on California Building Standards Commission's Green Building Committee.
 - j. Update the Silicon Valley Power Strategic Resource Plan to include GHG reduction strategies and continued investment in renewable resources.
 - k. Work to incrementally increase City's purchase of renewable energy credits through Santa Clara Green Power as funding allows.

4. **Timeline for Implementation:**

- a. City's commitment goal to Sustainable Silicon Valley to reduce CO2 emissions from City Hall buildings by 10% and hold fleet vehicle fuel use steady targets success by the end of 2010. Ongoing maintaining or reducing total fleet vehicle fuel use.
- b. Silicon Valley Power's renewable portfolio standard efforts are ongoing and focus on sustaining and increasing already high levels of renewable power as our electricity load continues to grow. SVP's renewable content of 30% renewable energy far exceeds current state goals of 20% by 2010.
- c. In conjunction with the Joint Venture Silicon Valley's Climate Protection Task Force, establish a city operations and community-wide GHG inventory and baseline by June 30, 2008.
- d. CSC Senior Center added to the list of SC Green Power participants in June 2007 qualifying that facility as an EPA Green Power Partner.
- e. Provide recycling containers at City facilities and at citywide events throughout the 2008 calendar year.
- f. Periodic reports to Council on participation in state and county Green Building Committees.
- g. Report on City's existing policies on recycling demolition materials in November 2007.
- h. December 2007 report on goal of 10% City-wide participation in Green Power Program and overall efforts to date.

Council Principles & Priorities
Foster Public Trust/Demonstrate Leadership

Implementation Plan - Timeline
July 17, 2007

1. **State Council Priority:** Advance City's Ethics Program through analyzing and applying Ethical Decision-Making in City decisions with review of transparent reporting.
2. **Project Manager Responsible for Implementing the Council Priority:** Deputy City Manager and City Clerk.
3. **Action Items Related and brief description of tasks involved:**
 - a. Work with City Ethics Consultant to develop a plan to incorporate ethics as a clear element of decision making for municipal actions.
 - b. Evaluate options for transparent reporting of Council Member travel and committee attendance by creating a program that tracks Council attendance, conferences, travel and expenses, that can be viewed by the public.
 - c. Develop for 2008 City election, incorporating successful elements of 2006 Vote Ethics Program, and revisions suggested by the Ethics Committee.
 - d. Further develop program for compliance with AB 1234.
4. **Timeline for Implementation:**
 - a. Schedule Special Order of Business in July 2007 to present the results of the post-2006 election survey completed to assess progress of the 2006 Vote Ethics Program.
 - b. During the first and second quarter of 2007-2008, review the City's Campaign Finance Report Act to explore potential changes to the area of In-kind Contributions and Contribution Limit and Rescinding Expenditure Limit, to make potential recommendations for change to the Ethics Committee and City Council.
 - c. Meet with Ethics Consultant to explore the integration of City ethics and values into decision-making processes; Present and discuss options at the next Ethics Committee meeting, to be held in the next quarter.
 - d. City Manager's Office to continue to review options for an event sponsorship policy for potential Ethics Committee and Council consideration.
 - e. Make recommendations to Council on each of the above items, as they are developed, potentially completing first round of recommendations on most of the items by early 2008.

Council Principles & Priorities
Support & Celebrate Community/Volunteer Partnerships

Implementation Plan - Timeline
July 17, 2007

1. **State Council Priority:** Create a Cultural Heritage/Diversity Entertainment Theme at All-City July 4th Picnic and Fireworks Event.
2. **Project Manager Responsible for Implementing the Council Priority:** Director of Parks and Recreation.
3. **Action Items Related and brief description of tasks involved:**
 - a. Contact local cultural groups/individuals to inventory entertainment resources and interest level in participation.
 - b. Submit report on creating a Cultural Heritage/Diversity Entertainment Theme at All-City July 4th Picnic and Fireworks Event.
4. **Timeline for Implementation:**
 - a. December, 2007 – Complete review.
 - b. February, 2008 – Submit recommendation.
 - c. July 4, 2008 – Incorporate theme in All-City Picnic and Fireworks Event.

Council Principles & Priorities
Work Efficiently with Focus on Fiscal Responsibility

Implementation Plan - Timeline
July 17, 2007

1. **State Council Priority:** Focus on replenishing Working Capital (Emergency) Reserves for the General Fund.
2. **Project Manager Responsible for Implementing the Council Priority:** Director of Finance.
3. **Action Items Related and brief description of tasks involved:**
 - a. Submit mid-year Revenue forecast for 2007-08 and 5-Year Financial Forecast in May 2008 during the budget submittal for 2008-09.
 - b. Determine General Fund Balance for 2007-08. Recommend the following if a surplus exists:
 - i. Set aside \$3.0 million for the General Fund Emergency (Working Capital) Reserve.
 - ii. If excess revenues above \$3.0 million are available, deposit the remaining excess funds in the Capital Project Reserve.
 - c. Determine if interest earnings on the Land Sale Reserve are needed for balancing the General Fund. If not, recommend depositing in the General Fund Capital Projects Reserve in compliance with City Council adopted strategy from June 5, 2007.
 - d. Provide for an annual City Council review of the above strategy during budget considerations in May 2008 for 2008-09.
4. **Timeline for Implementation:**
 - a. Mid-year Revenue forecast: 3rd Quarter 2007-08 (January-March 2008)
 - b. 5-Year Financial Forecast: May 2008 during budget considerations for 2008-09
 - c. General Fund Contingency Reserve recommendations (for both Emergency (Working Capital) and Capital Projects Reserves:
 - i. For 2006-07 recommendations in December 2007
 - ii. For 2007-08 recommendations in December 2008
 - d. Annual City Council review of Replenishing Reserves Strategy: during budget considerations in May 2008 for 2008-09.

Council Principles & Priorities
Foster Public Trust/Demonstrate Leadership

Implementation Plan - Timeline
July 17, 2007

1. **Stated Council Priority:** Develop succession plan for Electric Joint Powers Agency City Council representative.
2. **Project Manager Responsible for Implementing the Council Priority:** Acting Director of Electric Utility.
3. **Action Items Related and brief description of tasks involved:**
 - a. Prepare descriptions of assigned duties and background information (including time commitments and expectations such as Committee Chairs and other leadership roles) for the representatives to the Electric Joint Power Agency Commissions and Boards.
 - b. Extend invitations to City Council Members to participate in meetings and events to familiarize potential candidates.
 - c. Recruit interest in participation in the Electric Joint Powers Authorities.
 - d. City Council takes action to appoint new representative(s).
 - e. Parallel participation of the newly appointed representative(s) with the current representative in Electric Joint Power Agency meetings and other activities.
 - f. Final succession as Electric Joint Powers Agency Representative(s) when the current representative terms out.
4. **Timeline for Implementation:**
 - a. Description of duties: Mid September City Council meeting (September, 2007)
 - b. Invitations to City Council members: As part of the mid-September report to the Council (September, 2007)
 - c. Recruit interest: One year prior (November 2007) to the time our current representative terms out (November 2008)
 - d. Appointments: City Council appoints representative(s) six months prior to the time the current representative terms out (April/May, 2008)
 - e. Parallel Participation: Newly appointed representative(s) shadows current representative for approximately six months prior to the end of the current representative's term (May, 2008).
 - f. Succeeding Representative(s): November, 2008, newly appointed representative(s) successfully transitioned into the Electric Joint Powers Agency Commissions and Boards

Council Principles & Priorities
Work Efficiently with Focus on Fiscal Responsibility

Implementation Plan - Timeline
July 17, 2007

1. **State Council Priority:** Generate options for Capital Improvement Project funding.
2. **Project Manager Responsible for Implementing the Council Priority:** Director of Finance.
3. **Action Items Related and brief description of tasks involved:**
 - a. Review funding options for capital projects:
 - i. Certificates of Participation (no new taxes)
 - ii. Limited Obligation Sales Tax Bond (voted new tax)
 - iii. Equipment leasing (lease purchase financing)
 - iv. Grants
 - b. Make recommendations with the following priorities
 - i. Maximize funding available
 - ii. Minimize cost of financing
 - iii. Maintain or upgrade credit rating of City
 - iv. Minimize on-going debt service costs for General Fund
4. **Timeline for Implementation:** Report with recommendations to be included as part of 2008/09 Budget Study Sessions on Capital Improvement Budget.

Council Principles & Priorities
Support & Celebrate Community/Volunteer Partnerships

Implementation Plan - Timeline
July 17, 2007

1. **State Council Priority:** Commit to health and wellness focus for City's preschool program and Youth Activity Center.
2. **Project Manager Responsible for Implementing the Council Priority:** Director of Parks and Recreation.

3. **Action Items Related and brief description of tasks involved:**

Meeting with Child Care & Preschool Committee to review current programs and explore options for enhanced programs.

Review existing health and wellness programs in local public agencies.

For City's preschool programs, conduct an informal survey/meeting with parents of preschool children participating in the Fall 2007 Program, asking for their input on nutritional food service at the program.

Submit report on recommendation to commit to health and wellness focus for City's preschool program and Youth Activity Center.

Child Care and Preschool Committee meeting with Santa Clara Unified School District representative to discuss District's nutrition programs and feasibility for coordination with Youth Activity Center. Determine if input should be requested from Parks and Recreation Commission and Youth Commission.

Submit report on recommendation for Youth Activity Center.

4. **Timeline for Implementation:**

- a. Fall 2007 – Complete review for Preschool Program and implement recommended changes if approved.
- b. May 2008 – Complete review for Youth Activity Center and implement recommended changes, if approved.

Council Principles & Priorities
Support & Celebrate Community/Volunteer Partnerships

Implementation Plan - Timeline
July 17, 2007

1. **State Council Priority:** Explore options for Morse Mansion use and/or purchase.
2. **Project Manager Responsible for Implementing the Council Priority:** Assistant City Manager.
3. **Action Items Related and brief description of tasks involved:**
 - a. Obtain market value appraisal and historic building condition appraisal of property.
 - b. Review and evaluate possible options; prepare report of findings and recommendations to Council.
4. **Timeline for Implementation:**
 - a. Approximately 3-4 months will be required to obtain detailed appraisal information and provide a report of recommendations to Council.

Council Principles & Priorities
Support & Celebrate Community/Volunteer Partnerships

Implementation Plan - Timeline
July 17, 2007

1. **State Council Priority:** Participate in Library Ambassador Outreach Program; Review Sister Cities Program; and Restore Citywide Garage Sale Program.
2. **Project Manager Responsible for Implementing the Council Priority:** Deputy City Manager, City Librarian and Director of Streets and Automotive Services.
3. **Action Items Related and brief description of tasks involved –**

Participate in Library Ambassador Outreach Program:

- a. Council Members may volunteer to participate as a judge for the adult literacy's annual writing contest for READ Santa Clara's Book of Learner Writings and may also attend the awards ceremony with honorees and literacy volunteers; the theme for this year's Book of Learner Writings is: "This I Believe..." which encourages writing about ones values.
- b. During Children's Book Week, Council Members may participate in one of the regularly scheduled storytime programs by reading a book to the children and their parents/caregivers.
- c. Council Members may participate in programs celebrating "El día de los niños", which will feature multi-cultural storytelling, music, dance and puppet shows. The goal of "Día" is to honor children, their languages and culture, to encourage reading and literacy, and to promote library collections and programs that reflect our multicultural society.
- d. Another option would be for Council Members to participate in the 2008 Summer Reading Program Kick-off event by assisting with the registration of children, teens and parents, by introducing performers, and by reading a story to children.
- e. Council Members may also participate as a judge in the annual Teen Read Art Contest for students from 7th – 12th grade, and award prizes to participants at a Teen Read Week program.

Review Sister Cities Program:

- a. Review existing Guidelines for Establishing Sister City Relationships for potential updates or revisions
- b. Analyze other sister city programs. Begin review in January 2008.
- c. Consider similar beneficial alternatives to sister city partnerships

Restore Citywide Garage Sale Program:

- a. Review program for efficiencies and designate date for next Citywide Garage Sale
Publicize date, provide “how to” information, etc.

4. Timeline for Implementation(s)

Participate in Library Ambassador Outreach Program:

- a. Entries for Book of Learner Writings are judged during September 2007; awards ceremony is in December 2007.
- b. Children’s Book week will be held November 12 – 18, 2007
- c. El día de los niños will be held on April 30, 2008
- d. Summer Reading Program kick-off event is scheduled for June 7, 2008
- e. Teen Read Week will be held October 12 – 18, 2008

Review Sister Cities Program:

- a. Review issues over next 12 mos. to 18 mos.
- b. Discuss with Commission during this timeframe
- c. Bring recommendations to Council on the various issues in next 12 to 18 mos.

Restore Citywide Garage Sale Program:

- a. By September, 2007, designate date for the sale
- b. Place sale date in 2007 Annual Report/2008 City Calendar, and promote through other means

Council Principles & Priorities
Pro-active Economic Development/Fiscal Responsibility

Implementation Plan - Timeline
July 17, 2007

1. **State Council Priority:** Examine feasibility of stadium in Bayshore North entertainment zone.
2. **Project Manager Responsible for Implementing the Council Priority:** Assistant City Manager.
3. **Action Items Related and brief description of tasks involved:**
 - a. Review and evaluate 49ers proposal for stadium, including feasibility of \$222 million City contribution (includes costs of proposed parking garage, and moving existing electric substation).
 - b. Work with Cedar Fair to identify/resolve issues related to potential impacts on theme park.
 - c. Provide information to Council and the public through periodic “Committee of the Whole” meetings.
4. **Timeline for Implementation:**
 - a. Review stadium proposal:
 - 1) Weekly meetings with staff, 49ers representatives, consultants
 - 2) Anticipated completion date of Fall 2007
 - b. Work with Cedar Fair to identify/resolve issues:
 - 1) Periodic meetings with Cedar Fair representatives, 49ers representatives, and consultants
 - 2) Anticipated completion date of Fall 2007
 - c. “Committee of the Whole” meetings: to be scheduled as needed.

Council Principles & Priorities
Pro-active Economic Development/Fiscal Responsibility

Implementation Plan - Timeline
July 17, 2007

1. **State Council Priority:** Achieve progress on downtown revitalization through selection of master developer.
2. **Project Manager Responsible for Implementing the Council Priority:** Assistant City Manager.
3. **Action Items Related and brief description of tasks involved:**
 - a. Complete Tax Increment Study
 - b. Issue RFP for Master Developer
 - c. Evaluate RFP Submittals
 - d. Select Master Developer
4. **Timeline for Implementation:**
 - a. Complete Tax Increment Study: Summer 2007
 - b. Issue RFP for Master Developer: Mid July 2007, with submittals due January 2008
 - c. Evaluate RFP Submittals: February-April 2008
 - d. Select Master Developer: May 2008

Council Principles & Priorities
Pro-active Economic Development/Fiscal Responsibility

Implementation Plan - Timeline
July 17, 2007

1. **State Council Priority:** Emphasize strong commitment to affordable housing; complete the BAREC process, with senior housing element.
2. **Project Manager Responsible for Implementing the Council Priority:** Director of Planning and Inspection.
3. **Action Items Related and brief description of tasks involved:**
 - a. Continue to work vigorously to support affordable housing programs and services including these examples:
 - i. Belovida project (Martin's Bar) 28 affordable senior housing units for very low and low income
 - ii. Family housing, complete the second phase of the Gianera Habitat for Humanity project with six housing units for very low income families
 - iii. Continue the inclusionary below market purchase program and First Time Home Buyers Financing Program
 - b. Working with the State of California, Summerhill Homes, Charities Housing and the Santa Clara Methodist Foundation to complete the process for the development of 90 N. Winchester/the property formerly known as BAREC, including site acquisition, entitlement, seeking HUD support and helping the non-profits to obtain the desired funding.
4. **Timeline for Implementation**
 - a. The Belovida and Habitat for Humanity projects are currently underway and will hopefully be completed within the two-year goal period.
 - b. Other affordable housing opportunities and projects will be regularly reported to Council as they are being considered, along with progress toward the inclusionary below market purchase program and the First Time Home Buyers Financing Program
 - c. 90 N. Winchester/Santa Clara Gardens (BAREC) site
 - i. Planning/Architectural Approval: Goal Fall, 2007
 - ii. Affordable Senior Housing Portion – Select general contractor: Goal Fall, 2007
 - iii. Involved parties to complete site acquisition: Goal June 2008
 - iv. Affordable Senior Housing Portion – Bid construction project: Goal June 2009
 - v. Affordable Senior Housing Portion - Close all financing and start construction: Goal November 2009
 - vi. Complete construction by May 2011 and resident move in by June 2011